

Fiscal Year 2017 Budget

May 14, 2016

www.Concordnh.gov



Overview

- Five Overarching Objectives
 - Citizen Safety
 - Quality of Life
 - An Interconnected City
 - An Innovative City
 - A Well Maintained City
- Concord & Penacook Tax Rates
- Bond Rating & Financial Notes
- Fiscal Year 2017 Budget: Operating & Capital
- The Future

Citizen Safety

- Problem Oriented Policing (POP)
- Replace Police Department Communications Equipment
- Add Hours to Victim Witness Advocate position in Legal Department
- Add two Police Officer positions
- Increase resources to Drug Enforcement Unit

Part I Crimes

Concord Police Department

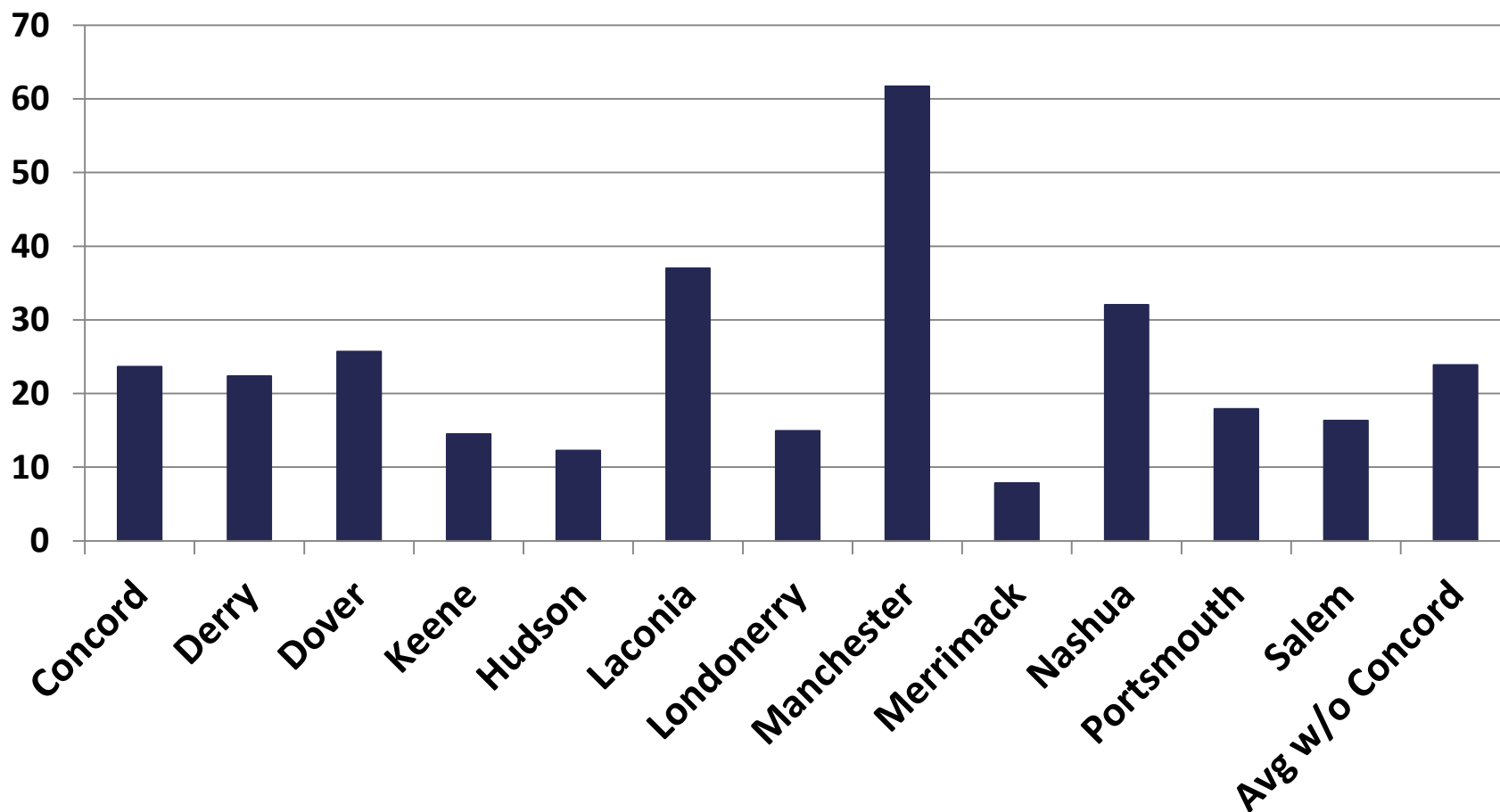
Part I Crimes	2015 # of Offenses	2014 # of Offenses
Murder/Manslaughter	0	0
Rape	33	26
Robbery	19	14
Aggravated Assault	89	54
Arson	6	9
Burglary	139	148
Motor Vehicle Theft	21	37
Larceny (Theft)	1,132	909
TOTAL	1,439	1,197

Citizen Safety

- Enhance Management Structure of the Fire Department
- Replace One Forestry Vehicle and Two Support Vehicles
- Implement Phase 2 of Fire Department Portable Radio Initiative
- Replace Roof on Manor Fire Station
- Replace Fire Engine #7

Use of Narcan in 2015

Rate per 10,000 Population



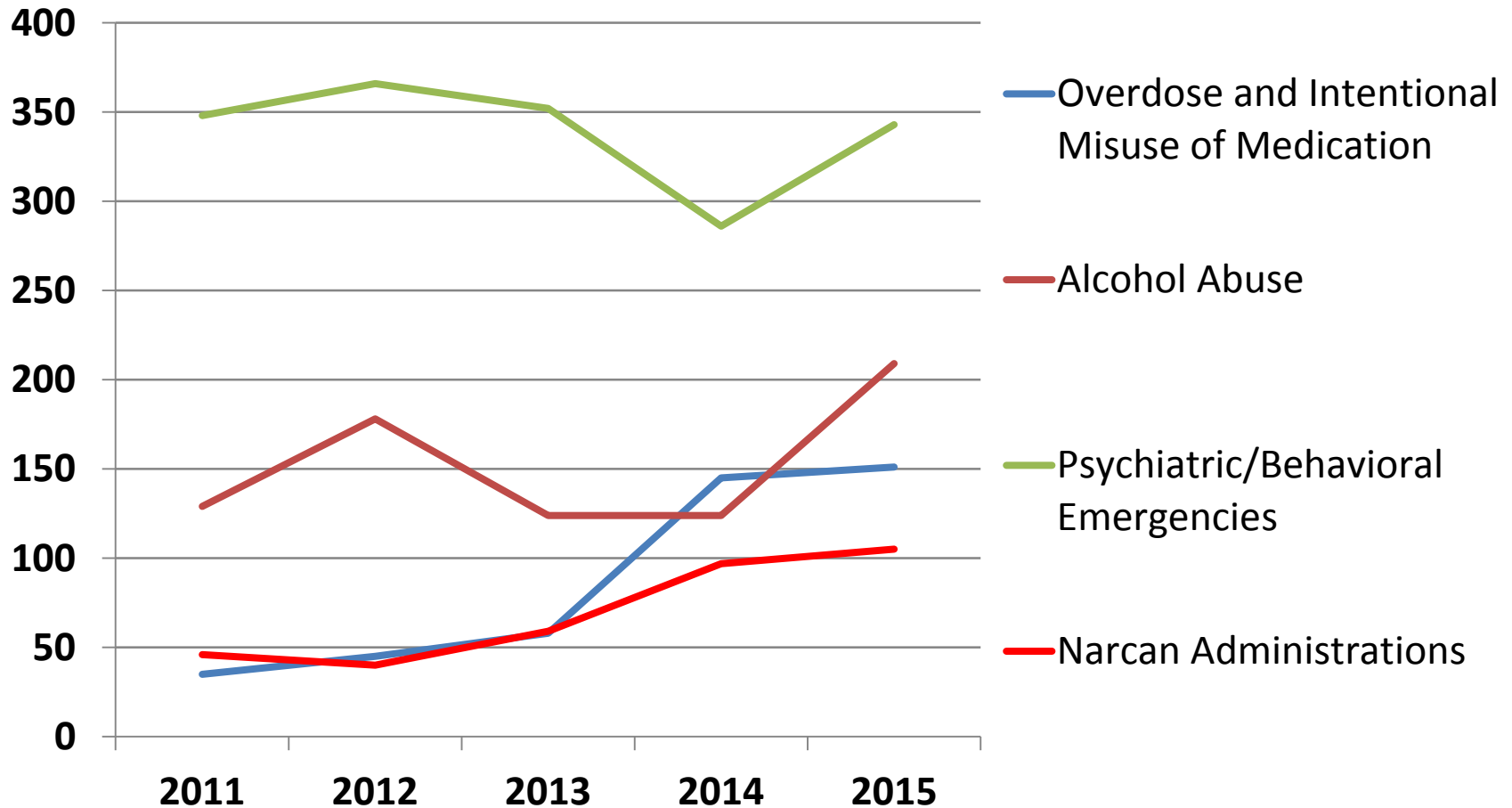
Emergency Statistics

Concord Fire Department

Type of Call	2015	2014
Fires *	185	173
Rescue/EMS Incidents	5,421	5,048
Hazardous Condition	191	238
Service Calls	826	677
Good Intent Calls	642	578
False Alarms	801	900
Other Incidents	25	32
TOTAL	8,091	7,646
*Building Fires	43	37

Fire Department Statistics

Years 2011 - 2015



Quality of Life

- Preparing for new Multi-Generational Community Center on the Heights
- Builds New Multi-Purpose Building at White Park to Replace Dilapidated Skate House
- Increases Library Staffing
- Funding for Heritage Commission Photo Documentation
- Funding for Downtown Public Art
- Funding for 1/3rd share of Americans for the Arts Survey

An Interconnected City

- Continues Enhanced Annual Neighborhood Paving Program
- Construction of South Main Street “Bookend”
- Replacement of the North Pembroke Road Bridge
- Improvements to School Street Parking Garage
- Phased Rehabilitation of the Airport’s Main Taxiway “A”
- Phased Replacement of CAT Buses

An Innovative City

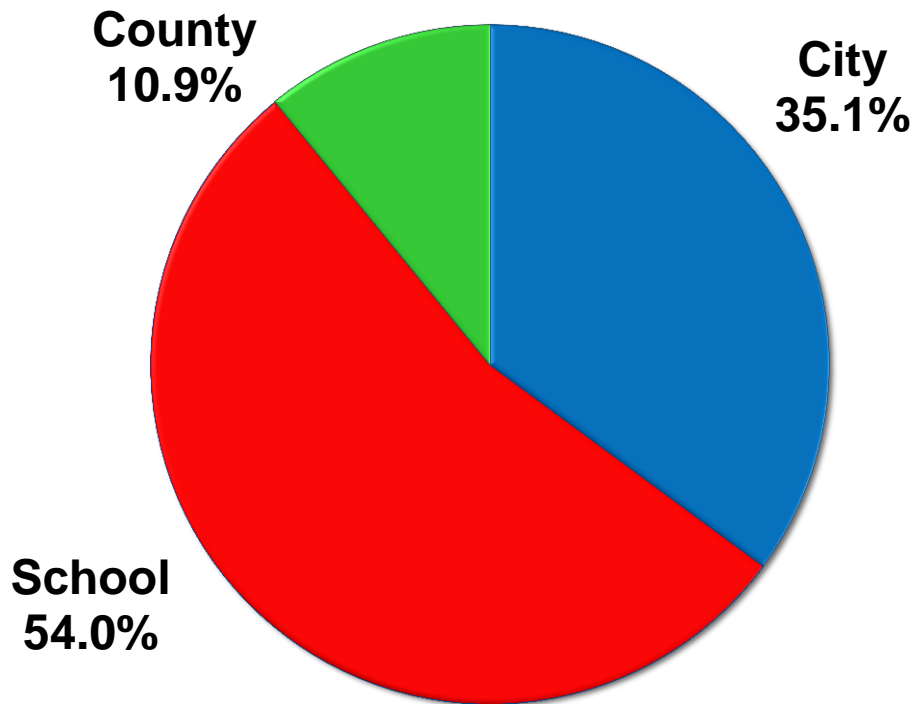
- Implement Enterprise Resource Planning Software
- Replacement of the Telephone System
- Upgrade to Credit Card Reader Technology
- Network Penetration Testing & Two Factor Authentication Procedures
- Rollout of Agenda Management System to Appropriate Boards and Committees

A Well Maintained City

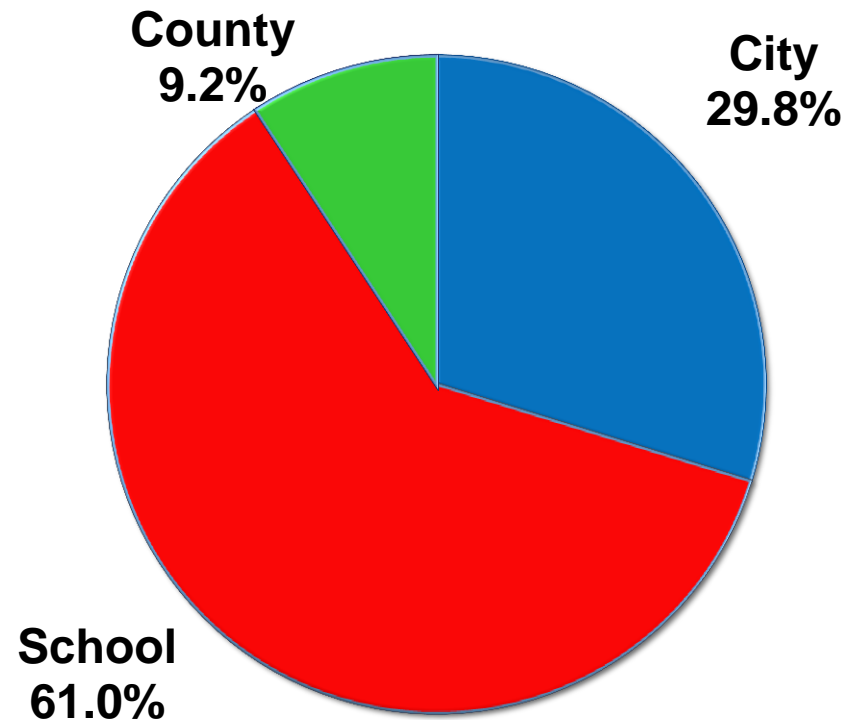
- Renovations to City Buildings
- Cemetery Improvements
- Storm Water System Improvements
- Water Plant & Main Improvements
- Waste Water Plant & Main Improvements
- Expanded Downtown Services Team

City of Concord Property Taxes

Concord



Penacook



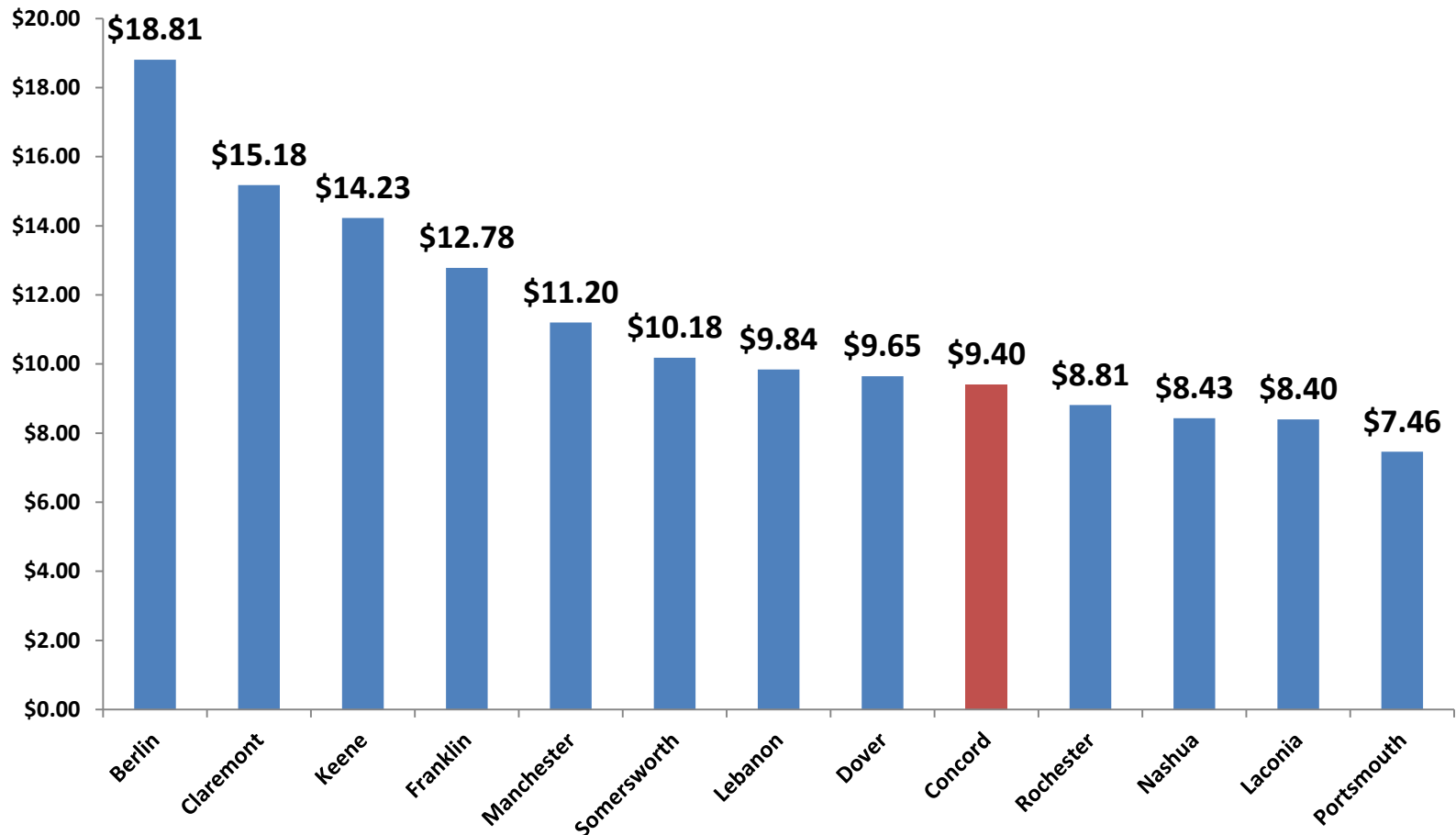
City's Bond Ratings

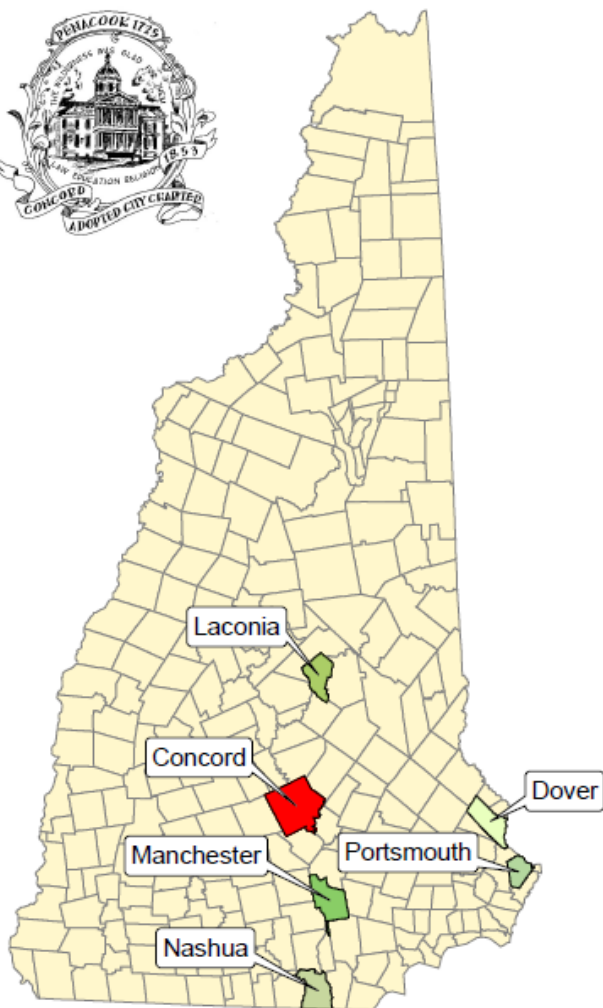
Standard & Poor's Affirmed
AA+ Bond Rating – January 2016

- Very Strong Management
- Very Strong Budget Flexibility
- Very Strong Liquidity

How does Concord's Full Value Municipal Tax Rate Compare with Other New Hampshire Cities?

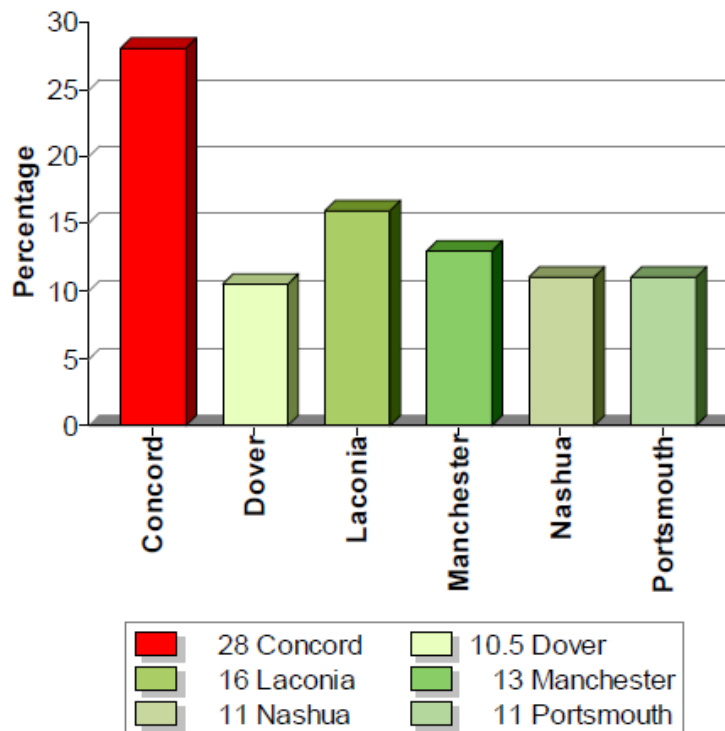
Tax Year 2015





Percent Value Tax Exempt Comparable Cities In New Hampshire

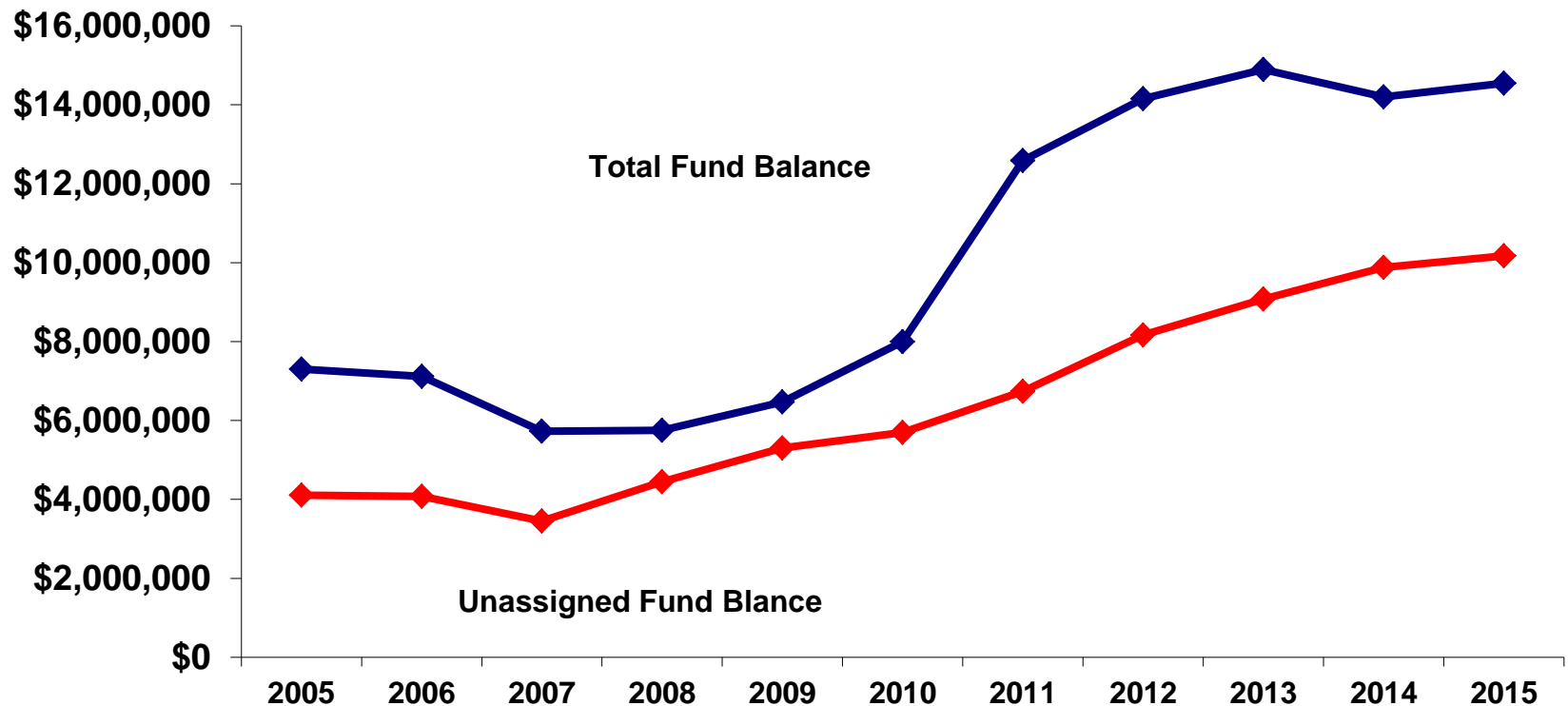
Printed: May 2016



*City of Concord, New Hampshire
Engineering Services Division*

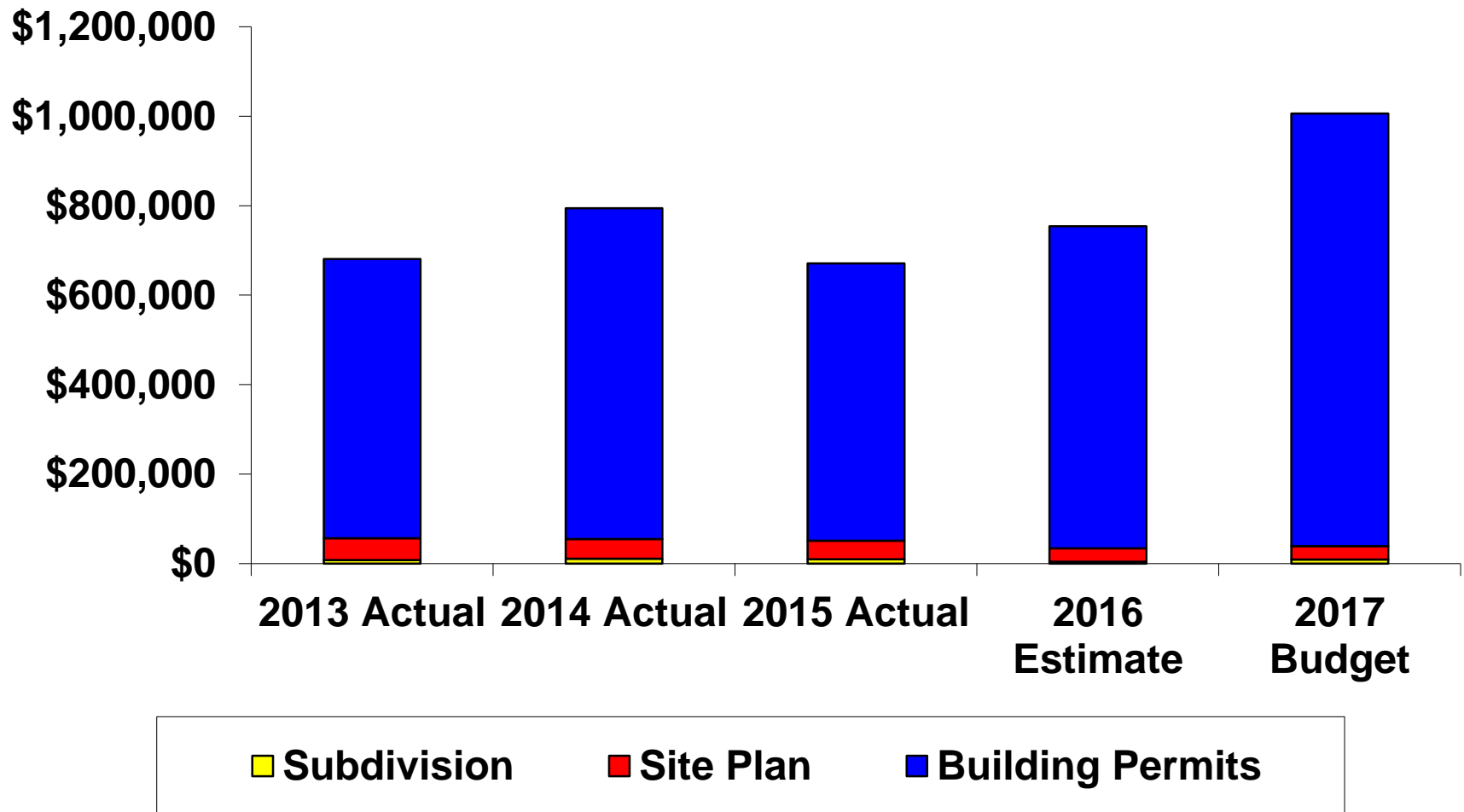
Total Fund Balance & Unassigned Fund Balance

2005 – 2015 Actuals



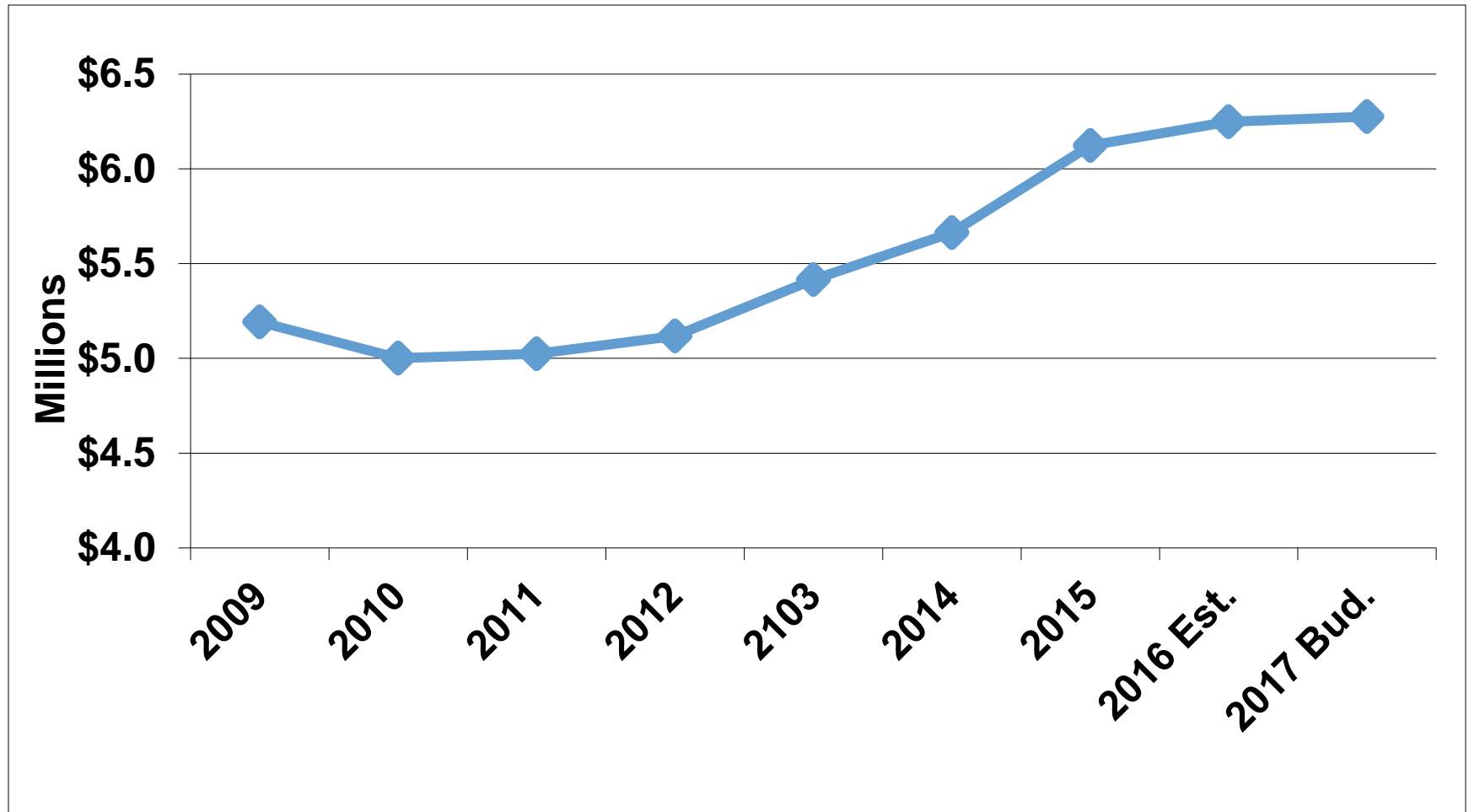
Planning & Permitting Revenue

Fiscal Years 2013- 2017



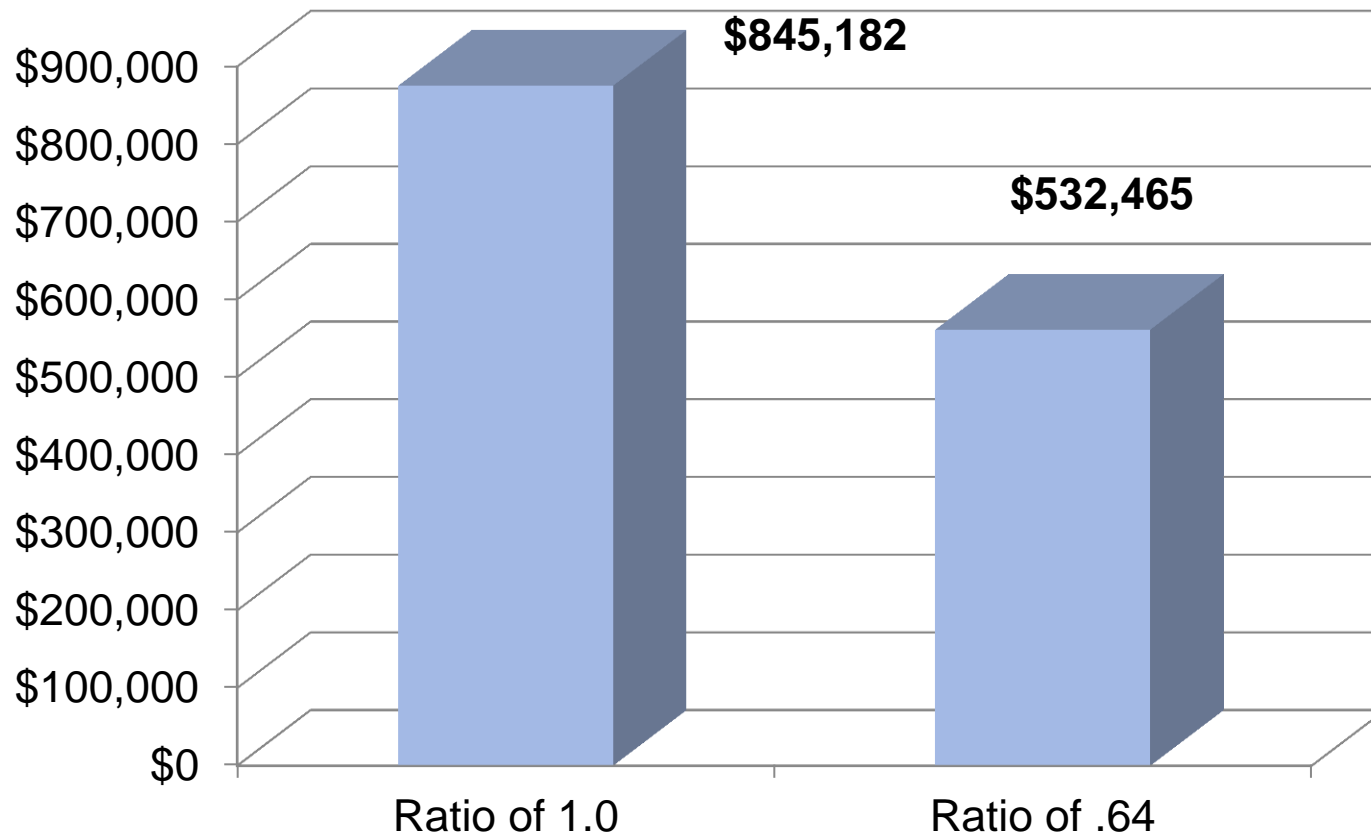
Motor Vehicle Registration Revenue

Fiscal Years 2009 - 2017



Worker's Compensation Costs

Fiscal Year 2017



Balanced Budget Milestone

8th Year

No use of Unassigned Fund Balance

FY 2017 BUDGET

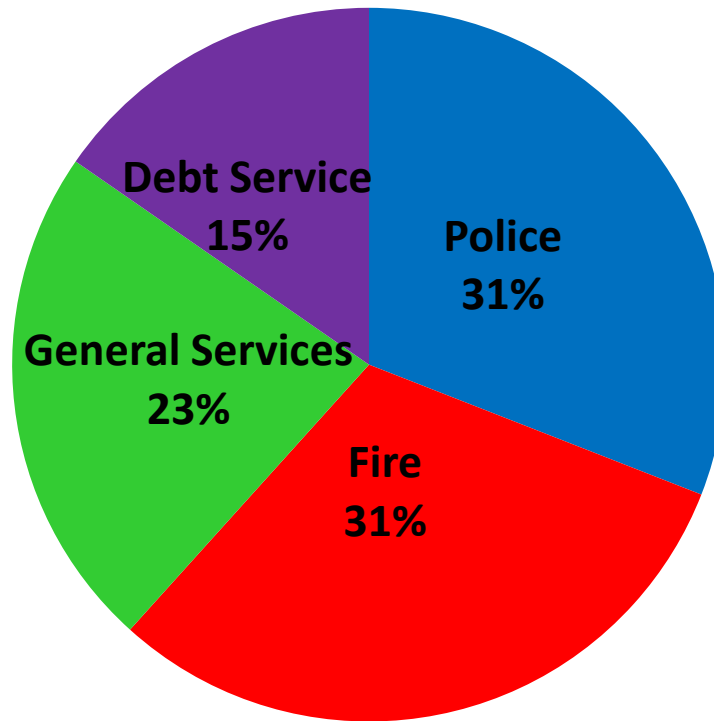
FY 2017 Proposed Appropriations

Budget Fund	FY 2017 Proposed
General Fund Operating	\$59,578,112
Parking – Special Revenue	\$2,097,142
Airport – Special Revenue	\$410,797
CDD – Special Revenue	\$417,347
Beaver Meadow Golf Course	\$1,094,826
Arena	\$599,509
Water	\$6,164,417
Wastewater	\$7,574,444
Solid Waste	\$4,011,954
Capital Project General	\$17,358,308
Tax Increment Financing	\$1,152,362
Grand Total Operating & Capital	\$100,459,218

Recommended Municipal Tax Rate Increase of 2.92%

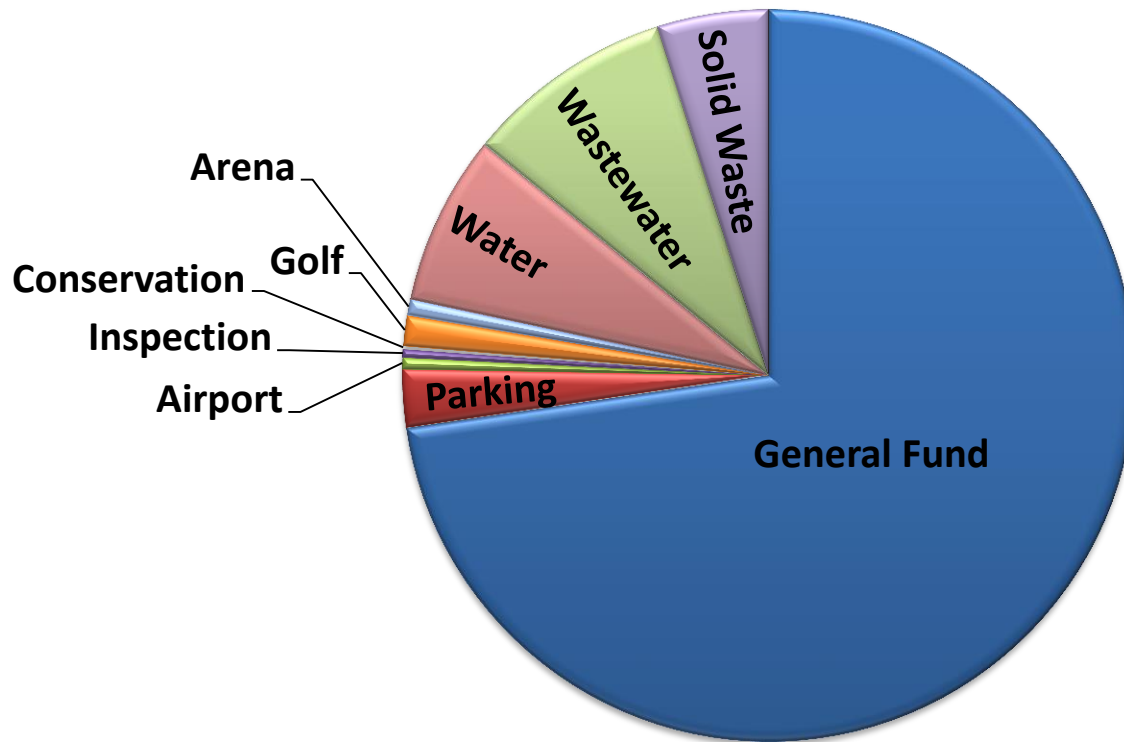
- \$159,000 for two new Police Officer positions = 0.31%
- \$135,400 for an Economic Development Director = 0.26%
- \$49,700 for a Downtown Services Team position = 0.10%
- \$22,500 for additional Library Staff hours = 0.04%
- \$56,300 in increased workers compensation costs = 0.11%
- \$17,800 to extend the pool season by one week = 0.03%
- \$752,300 in wage and benefit changes = 1.44%
- \$103,200 in all other Program Change Requests = 0.20%
- (\$57,800) savings in net Beneflex costs = (0.11%)
- \$185,000 for paving = 0.36%
- \$95,000 for all other items = 0.18%

What do property taxes pay for?



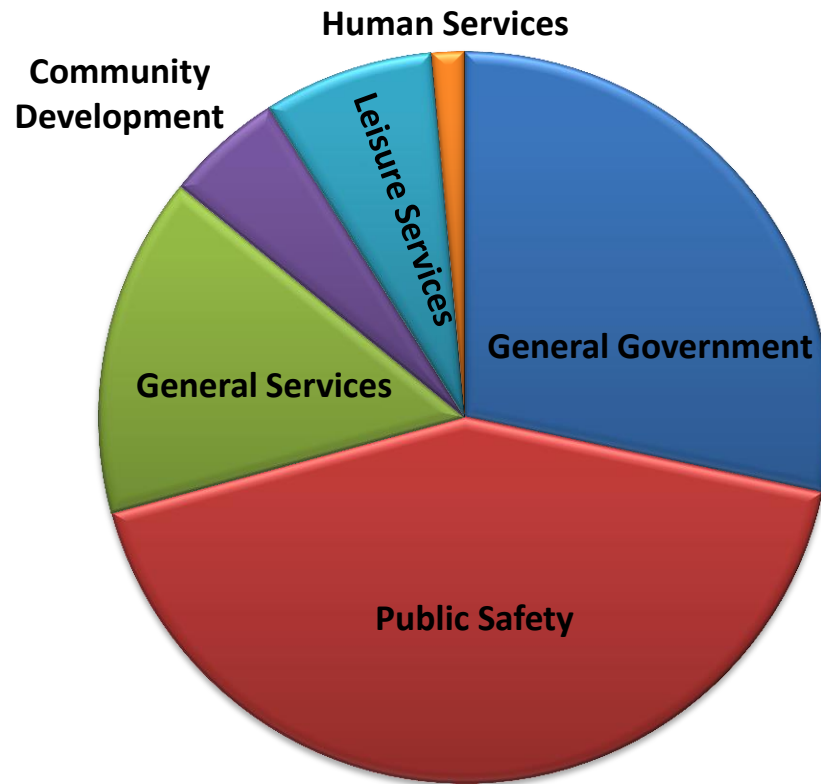
All Funds Appropriations

Fiscal Year 2017



General Fund Operating Budget

Fiscal Year 2017



Changes in Staffing Levels

Full Time Equivalents (FTE)

- + 2.00 FTE - Police Department
- - 1.00 FTE - Fire Department
- + 1.00 FTE - General Services Department
- + 1.00 FTE - Community Development Department
- + 0.56 FTE - All Other Departments

- + 3.56 Total Increase

Police Department

Reductions include:

- Managed cost savings due to existing vacancies (\$90,000)

Additions Include:

- 2 Additional Police Patrol Officers \$159,000
- Drug Unit Buy Money \$10,000
- Vehicle Replacements \$165,000
- Communications Equipment \$410,000
- Handgun Replacement \$40,000

Overall Operating FY16 Budget to FY17 Budget: Up 3% or \$348,121.

Fire Department

Additions include:

- Engine #7 Replacement \$550,000
- Other Vehicle Replacement \$115,000
- Manor Station Roof Replacement \$200,000
- Communications Equipment Replacement \$190,000
- Fire Boat Replacement \$25,000
- Fire Alarm System Improvements \$20,000
- Firefighting Protective Clothing Replacement \$20,000

Overall Operating FY16 Budget to FY17 Budget: Up 2.7% or \$355,273.

General Services Department

Reductions include:

- Managed cost savings due to existing vacancies (\$40,000)

Additions include:

- H/U – Contract Tree Service Crane \$5,000
- H/U – Downtown Services Staff \$23,725 (net)
- H/U – Road Striping \$13,500
- Properties – Upgraded HVAC Management System \$7,275
- Properties – Audi Ceiling \$20,000
- COMF Facility Improvements \$300,000
- Annual Vehicle and Equipment Replacement \$885,000

Overall Operating FY16 Budget to FY17 Budget: Up 1.8% or \$157,030

Community Development Department

Additions include:

- Addition of Economic Development Director position and all associated costs \$135,422
- New Permitting Software Maintenance Contract \$14,400
- Realigned Code Administration Support \$5,732
- Heritage Commission Photo Documentation \$1,500

Overall Operating Expenses for FY16 Budget to FY17
Budget: Up 6.7% or \$195,625. Revenues are up 14% or \$191,781.

Library Department

Additions include:

- New part-time Library Technician Position \$17,567
- Replace Library Automation System \$105,000
- Replace Main Floor Self-Check Unit \$23,150
- HVAC Improvements \$40,000
- Interior Finish & Carpet Upgrades \$30,000

Overall Operating FY16 Budget to FY17 Budget: Up 4% or \$66,187. Revenues are flat over the last several years.

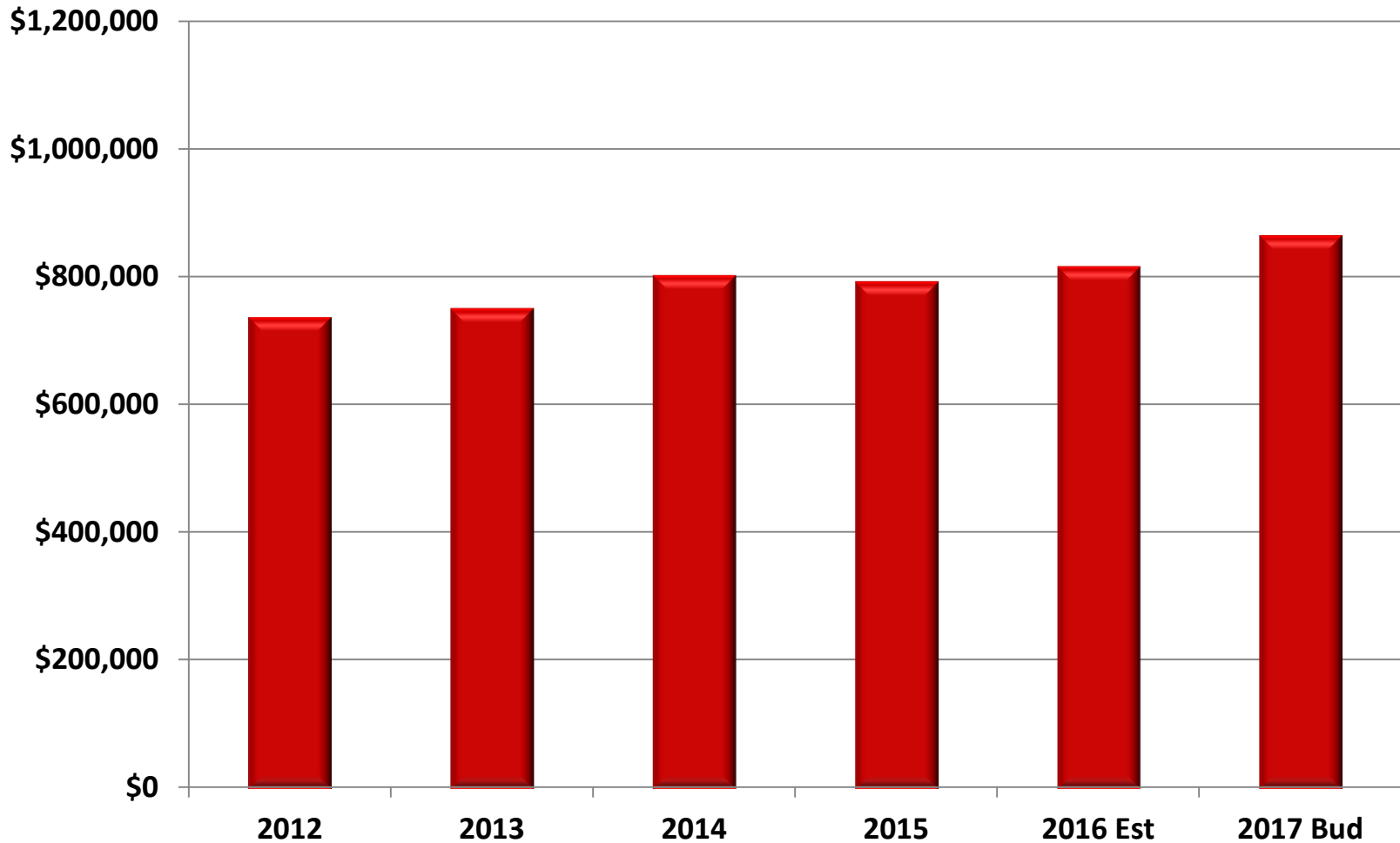
Parks & Recreation Department

Additions include:

- Replace White Park Skate House \$900,000
- Repoint Stone Wall - Broadway at Rollins Park \$60,000
- Replace Softball Field Backstop – Merrill Park \$15,000
- Replace Kimball Park Pool \$425,000
- Replace Heating System at West Street Ward House \$15,000
- Road Repairs in Maple Grove Cemetery \$65,000

Overall Operating FY16 Budget to FY17 Budget: Up 0.7%
or \$20,000

Human Services Expenses



Support for Social Services Agencies

- Overall funding is recommended at \$316,780.
- Funding is increased for Concord Area Transit (CAT) services and the Community Action Program by \$40,000 over this current year.
- Funding is sustained for agencies providing shelter for the homeless, and rape and domestic violence victims.
- Funding is sustained for the Penacook Community Center.
- Return InTown Concord funding to \$20,000.

Water Enterprise Fund

- Rate increase of 4.5% is recommended, the projection was 4.5% at this time last year.
- FY16 was budgeted for a \$387,377 loss; estimated loss is \$180,696 due to reduced energy costs and lower compensation costs.
- FY17 is budgeted for a \$282,462 loss with the increase in rate as recommended.
- Sufficient working capital reserves remain in place.

Waste Water Enterprise Fund

- Rate increase of 2.5% is recommended, the projection was 5.0% at this time last year.
- FY16 was budgeted for a \$75,070 loss; estimated gain is \$39,554.
- FY17 is budgeted for a loss of \$174,771 with the increase in rate as recommended.
- Sufficient working capital reserves remain in place.

Solid Waste Enterprise Fund

- There is a recommended 25% increase in the PAYT prices for both purple bags and containerized dumpsters.
- FY16 was budgeted for a \$178,072 loss; estimated loss is \$256,355.
- FY17 is budgeted for a \$77,692 loss with the recommended increase.
- Recommend that the City Council consider the increase supported by SWAC.

Parking Special Revenue Fund

- Continues to present challenges.
- A Comprehensive Parking Study has been conducted and will be under review by the Parking Committee shortly.
- FY16 was budgeted for a \$163,811 loss; estimated loss is \$167,643.
- FY17 is budgeted for a \$167,816 loss, with a -\$127,000 working capital balance at the end of the year.
- The FY16 fund position will be positive, it is projected to go into the negative, as anticipated, in FY17.

Golf Enterprise Fund

- FY16 was budgeted for a \$4,382 gain; estimated gain is \$2,917.
- FY17 is budgeted for a gain of \$1,214.
- With this gain, working capital is projected to be \$30,851 at the end of FY17.
- This amount is under the Fiscal Goal of 10% and continued vigilance to improve this performance is necessary.

Arena Enterprise Fund

- FY16 was budgeted for a \$32,323 loss; estimated loss is \$39,188.
- FY17 is budgeted for a \$2,226 gain.
- Sufficient working capital reserves are in place.

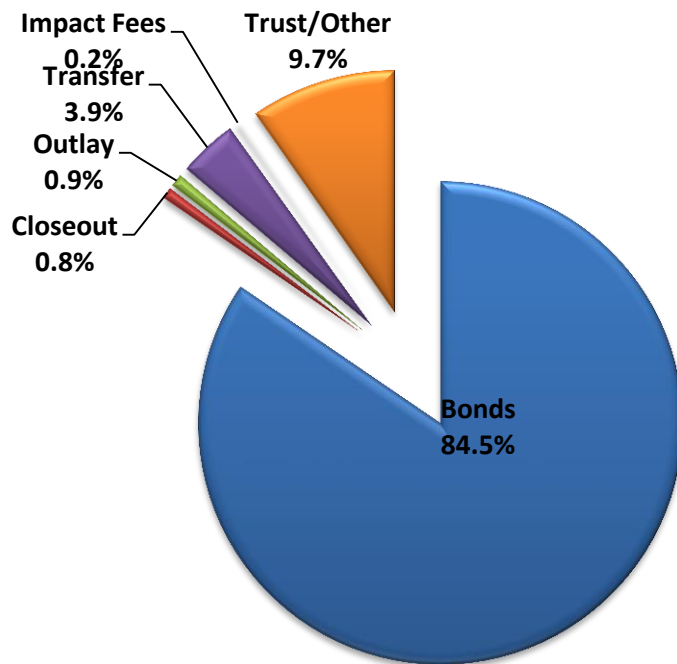
Airport Special Revenue Fund

- FY16 was budgeted for a \$89,649 loss; estimated loss is \$59,372.
- FY17 is budgeted for a \$63,540 loss.
- Significant working capital reserves in place.
- Expenses for FY16 are coming in under budget by \$54,000.

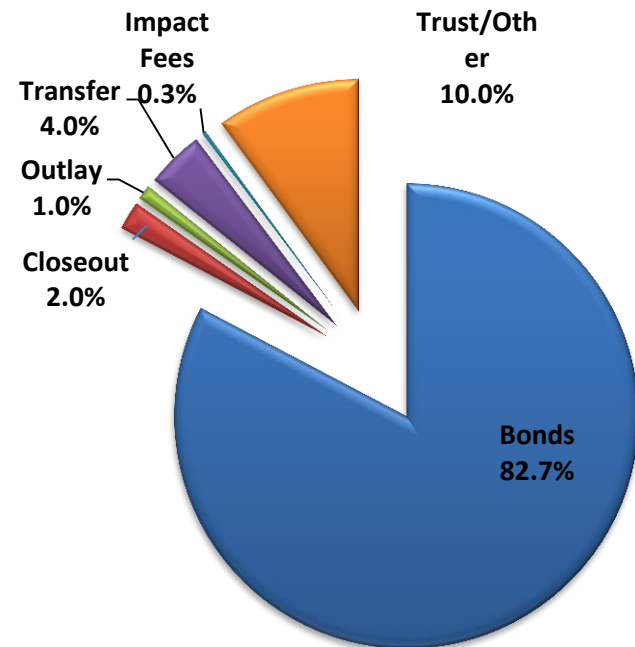
CAPITAL IMPROVEMENT PROGRAM

Capital Comparison by Funding Source

Fiscal Year 16 \$20,220,722

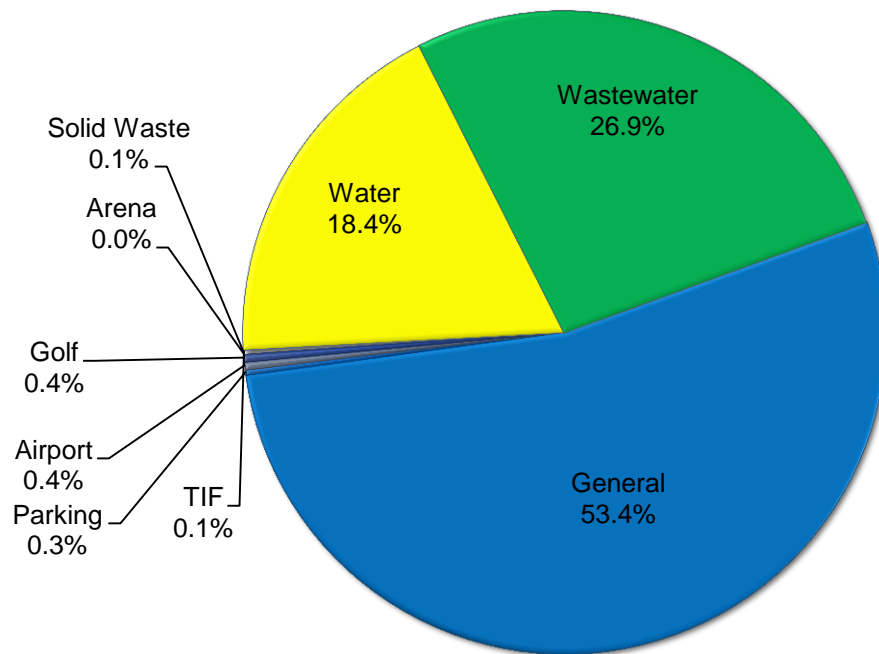


Fiscal Year 17 \$17,539,308

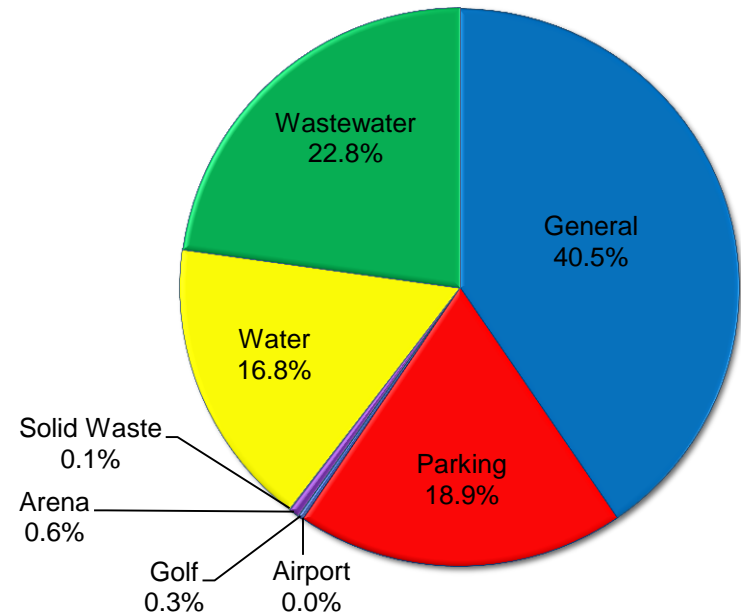


Capital Comparison by Fund

Fiscal Year 16 \$20,220,722



Fiscal Year 17 \$17,539,308



Hall Street Waste Water Treatment Plant

CIP #104

\$2,602,562

Sludge Stabilization
Improvements,
Motor Control
Replacements &
Secondary Clarifier
Equipment
Replacement

Waste Water Fund



Storm Water Improvements

CIP #83

\$550,000

Drainage Channel
Restoration &
Replacement &
Drainage Line
under I-93

General Fund &
Waste Water Fund



Enhanced Annual Road Program

CIP #78

\$1,475,500

Combined FY16 &
FY17 funding =
\$6,794,500

Highway Reserve
Fund



Water Main Improvements

CIP #85

\$1,500,000

Water Main
Replacement of 6"
Main with 8" Main

Walnut Street &
Community Drive

Water Fund



Enterprise Resource Planning System

CIP #302

\$976,651

Accounting,
Procurement,
Budgeting, Property
Tax Billing, Water/
Wastewater Billing,
Human Resources,
Payroll & Financial
Reporting Systems



Kimball Park Pool Replacement

CIP #63

\$425,000

City-Wide
Neighborhood
Pool Replacement
Program

Phase II of VII of
Program



Engine 7 Replacement

CIP #4

\$550,000

Replaces a 2008
Fire Engine



GSD Vehicle Replacement

CIP #121

\$875,000

\$650K GO Bonds

\$100K Sewer Bonds

\$125K Water Bonds



Replace Integrated Library System

CIP #477

\$105,000

The ILS organizes and displays all of the library's collection and resources for patrons to access



City Hall Complex Renovations

CIP #65

\$240,000

Refurbishment of
Sidewalks and
Areas at Complex,
Green and Prince
Street



North Pembroke Road Bridge Replacement

CIP #478

\$1,846,950

Design &
Construction of
New Bridge

\$40,000 City Share



School Street Parking Garage (Durgin Block)

CIP # 433

\$3,200,000

Complete
Rehabilitation of the
entire parking
structure



White Park Multi-Purpose Building

CIP #51

\$900,000 with Half
of Cost Offset with
Private Donations

Includes Restrooms,
Small Maintenance
Equipment Storage,
Multi-Purpose Room
and Patio



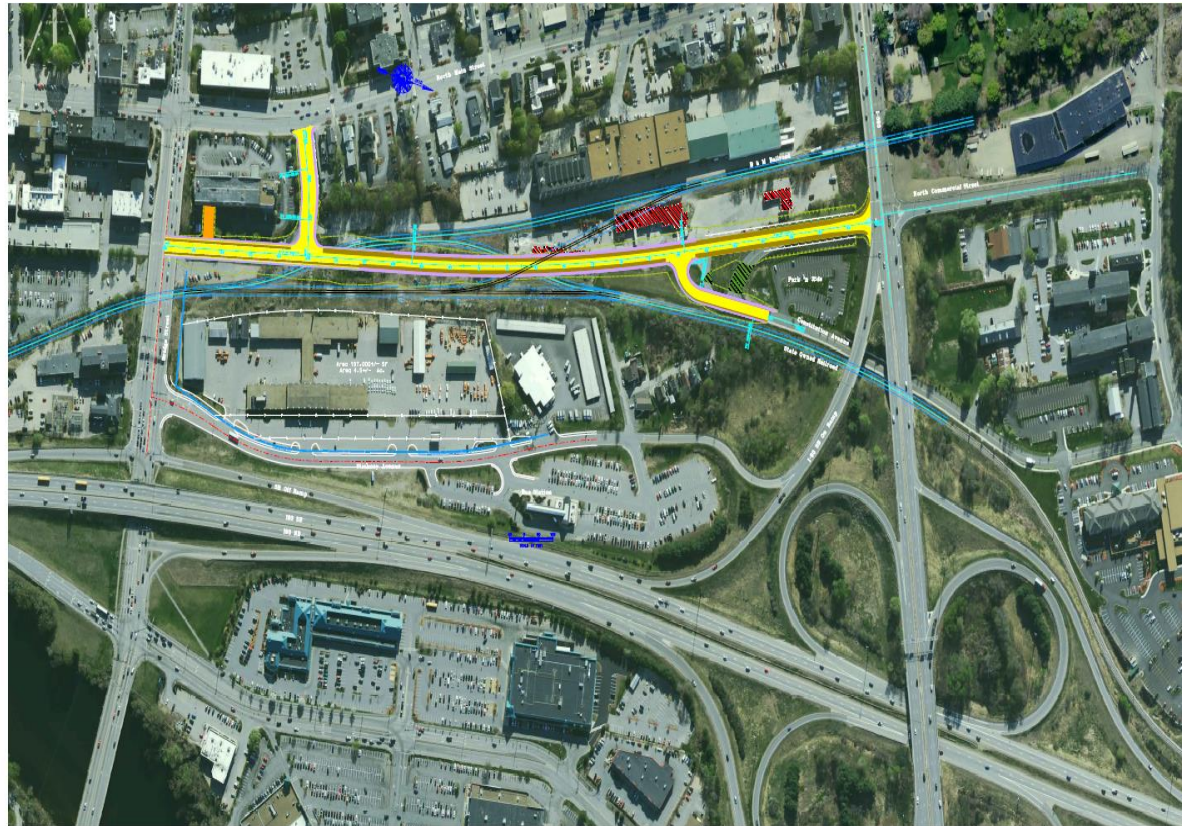
Storrs Street Extension

CIP #18

\$400,000

Design from
Current North End
of Storrs Street to
Constitution
Avenue

NEOCTIF Funds



Water Plant Improvements

CIP # 88

\$625,245

Replace Influent
Traveling Screen

Raw Water Pump
Improvements

Water Fund



Need to Focus on Going Forward

- OPEB Accrued Actuarial Liability on June 30, 2015 of \$45,500,000 (an increase of \$3.5 million)
- Parking Fund – Changes in Downtown Operations
- Special Revenue Fund/Enterprise Funds
- Complete Street Project – Future Phases
- Demand for Emergency Management Services
- Connection to the Merrimack River
- New Economic Development Master Plan

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